7 October 1986

Bob,

The attached loose-leaf is going to the Training Steering Committee (ADDs) for its concurrence. (See covering memo.)

If you have time, I'd like your reactions...particularly to what we propose doing in the required courses..."Managing in CIA" and "Leading People in CIA" (pp 9-23).

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The material covered does not represent what OTE wants to do; rather, it is what   managers who filled out a questionnaire and near   senior and junior managers who were interviewed believe are the skills needed to do the job.

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Still, the bottom line--or maybe it is the departure point--is that these two <u>short</u> courses <u>must</u> represent what the leadership in CIA expects of its   managers. <u>All</u> of its managers.

So far, the reaction to the basic idea and to the specifics has been extremely good. (There is a remarkable ground swell of support for doing a better job of managing--even in our more conservative precincts.)

But, if this makes sense--and I think it is long, long, overdue--it will need as much support and push as you and other senior leaders are willing to lend. (Incidentally, you want to peruse our first cut at the questionnaire results--at Annex. Some interesting stuff there; about what your managers believe are, and are not important.)

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